



**COLLECTIVE
IMPACT FORUM**



Leadership for Collective Impact

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Agenda

Result: A common understanding of collective impact so we can move forward together with common language, tools, and processes to organize and align our work.

Introductions

What is Collective Impact?

Strategy for Collective Impact

Leadership and Values that build a Culture for Collective Impact***

TRIZ

Step 1

Make a list of all the things you can do to make sure that you achieve the worst result imaginable for a collaborative effort?

Step 2

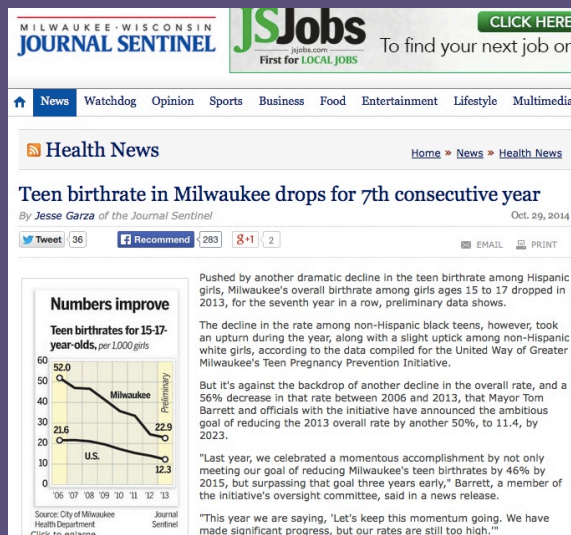
Review this list and ask, "Is there anything that I am currently doing that resembles this item?" in a collaborative/coalition I'm part of. Be brutally honest

Step 3

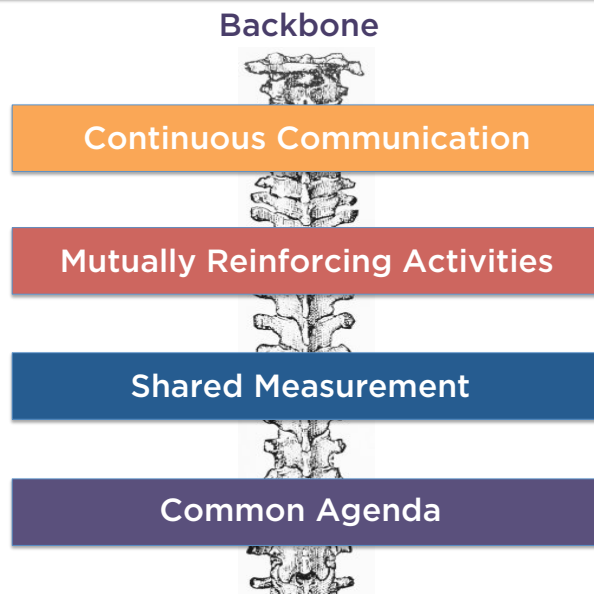
Go through the items on your second list and decide what steps will help you stop what you know creates undesirable results

Source: Facilitation approach adapted from Liberating Structures: "Making Space with TRIZ"

Collective Impact



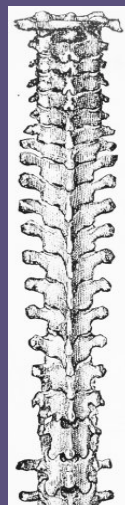
What it takes



Role of Backbone

Lead the Process

- Guide vision and strategy
- Help connect the dots
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding



Readiness

1. Credible Champions and Neutral Conveners
2. Shared sense of urgency that more or better status quo won't solve the problem
3. Significant resources/attention, public/private funders willing to collaborate
4. Trust among the diverse leaders and stakeholders necessary to solve the problem

Discussion

What do you find most compelling and most challenging about the model?

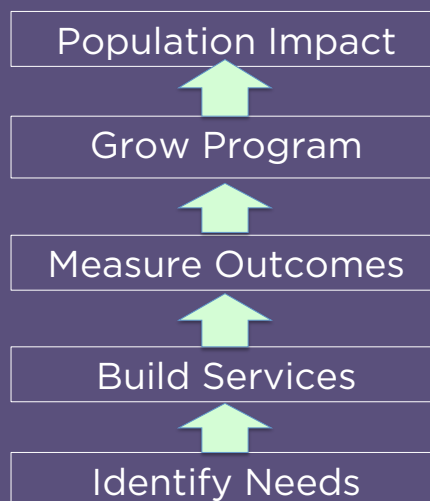
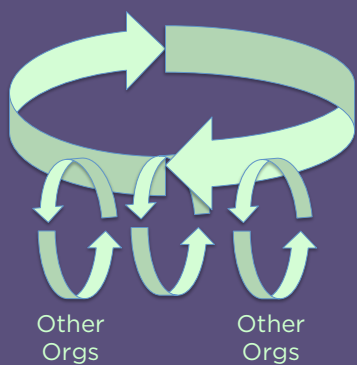
First Big Shift

Activities to Results

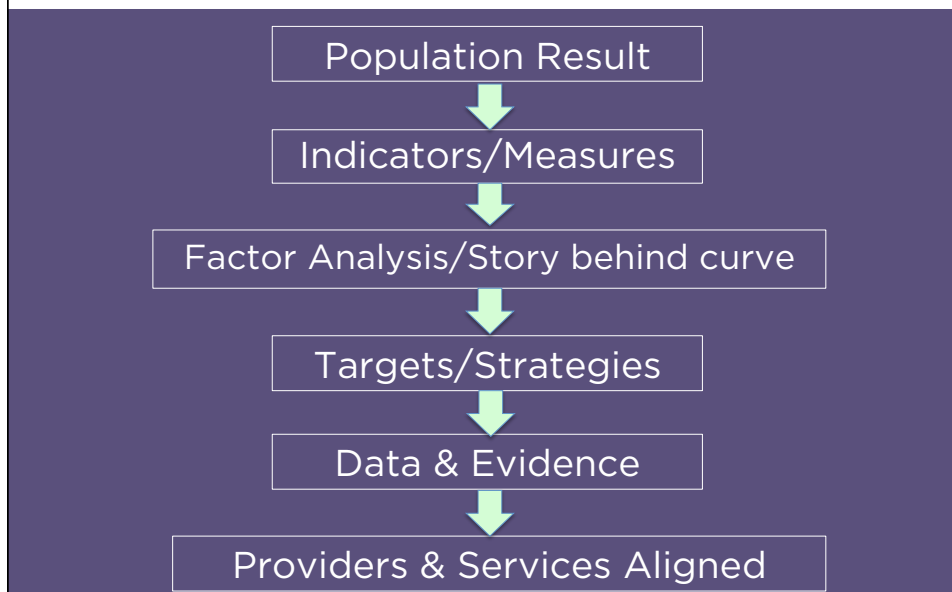


Results to Activities

Activity Forward

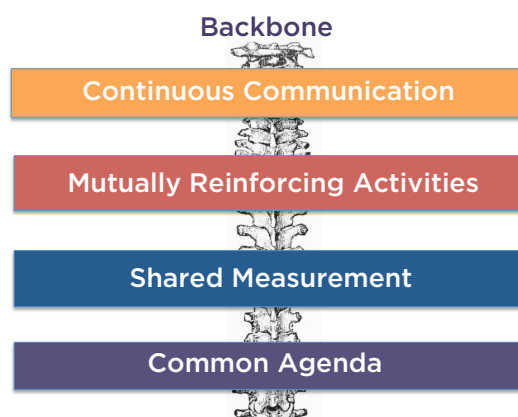


Results-Based



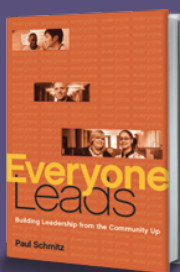
Second Shift

Culture Eats Strategy for Breakfast - Peter Drucker



Stepping Up

When did you first step up on behalf of an issue, cause, or person important to you?



Defining Leadership

- 1 An action many can take, not a position few can hold
- 2 Taking responsibility to work with others on common goals
- 3 Practice of values that engage commitment from others

Who was the leader?



Social Change has always come from
the leadership of the many

Practicing Values

- 1 Asset-Based
- 2 Diversity, Equity & Inclusion
- 3 Collaboration
- 4 Continuous Learning
- 5 Integrity



Asset-Based

1 Doing *with*, not *to* or *for* communities



Introductions

What 2-3 gifts or skills make you a good family member and friend?

What 2-3 skills make you an effective leader?

What are 2-3 talents or hobbies you love doing and can get lost in for hours?

Family Independence Initiative



Books at Barber Shops

Milwaukee Public Library Teams Up With Barbershops To Provide Kids With Books

By LATOYA DENNIS • SEP 1, 2016

SHARE
Twitter
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Chicago Cutz also gave out free haircuts to kids headed back to school
LATOYA DENNIS

Community Engagement Matters

INCREASING IMPACT ON DECISION-MAKING				
INFORMING	CONSULTING	INVOLVING	COLLABORATING	EMPOWERING
Providing balanced and objective information about new programs or services, and about the reasons for choosing them. Providing updates during implementation.	Inviting feedback on alternatives, analyses, and decisions related to new programs or services. Letting people know how their feedback has influenced program decisions.	Working with community members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making. Letting people know how their involvement has influenced program decisions.	Enabling community members to participate in every aspect of planning and decision-making for new programs or services.	Giving community members sole decision-making authority over new programs or services, and allowing professionals to serve only in consultative and supportive roles.

Fulfill Promises

Build Capacity

Practicing Values

- 1 Asset-Based
- 2 Collaboration
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Collaboration

2 Collaboration is about building

TRUST

Leadership Styles

Visionary
Nurturer + Mobilizer
Analyst

What is your leadership style?
Why do you need the others?

Community Building

Pseudo-community (forming)

Chaos (storming)

Emptiness (norming)

Authentic Community (performing)

A Different Drum, M. Scott Peck, and Bruce Tuckman

Trust

Trust can be understood as believing others are:

Sincere – what is said matches what is thought

Reliable – what is done is dependable and consistent

Competent – what is delivered reflects the ability and capacity to perform what is promised

Based on Building Trust: In Business, Politics, Relationship and Life by Solomon and Flores

Building Trust

- Unfulfilled expectations \neq unfulfilled promises
Clarify Expectations
- Distrusting individuals because of group/label
Build relationship with individual
- Cordial Hypocrisy – pretending there is trust
Provide direct feedback
- Not owning mistakes, failures, unfulfilled promises
Own mistakes and invite feedback
- Not inviting feedback

Repairing Trust

Trust can be repaired by:

- One who breaks trust, apologizes, amends, demonstrates change
- One whose trust was broken shares impact of broken trust, forgives, checks in on change
- Recognize and acknowledge where power and privilege show up

Trust

Share a story about when you had to build or repair trust.

Practicing Values

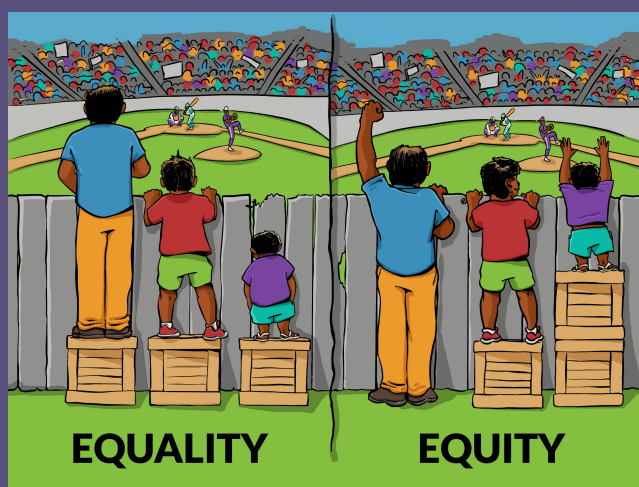
- 1 Asset-Based
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Diversity & Inclusion

3 When you change who is at the table, you change the table itself



Equity



Viewing Equity

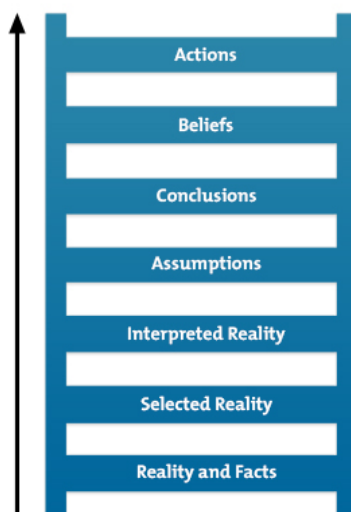
Who is at table
How is view distorted
Correct it

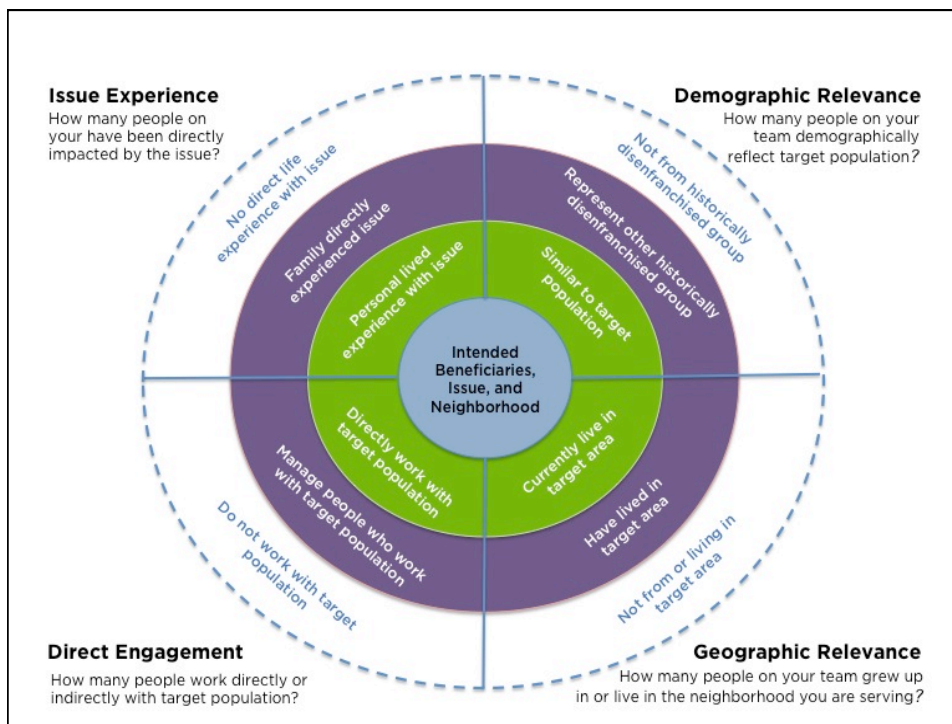


Disaggregate data,
Identify disparities,
Differentiate services



Ladder of Inference





Practicing Values

- 1 Asset-Based
- 2 Collaboration
- 3 Diversity, Equity, Inclusion
- 4 Continuous Learning
- 5 Integrity

Continuous Learning

- 4 Own mistakes, ask for feedback, and ask for help



Things I Suck At

Interpersonal conflict
Personnel management
Patience with process
Administrative paperwork
Being punctual
Small talk
Time Management
Fundraising
Active listening
Trusting my instincts
Delegating responsibility
Making unpopular decisions
Staying attentive in long meetings

Learning Culture

Inclusive, trust-building, transparent, even vulnerable

Data-driven – remember that data is information about people's lives

Test interpretations, assumptions, hypotheses

Own failure, fail forward

Result in the Center

Practicing Values

- 1 Asset-Based
- 2 Collaboration
- 3 Diversity, Equity, Inclusion
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- 5 Integrity

Integrity

- 5 Be true to your “be” and accountable to those you work with and those you serve



Leadership Integrity

- 1 **WHAT (Purpose):** What issue(s) are you most passionate about. How do you aspire to contribute to change?
- 2 **WHY (Influences, Inspirations):** What life experiences, people, books, classes, faith, communities influenced or inspired this passion?
- 3 **HOW (Values):** What are 3-5 values that you aspire to practice and be accountable for?

Leadership Integrity

My purpose is...

Some of the reasons I care for that purpose are...

The values I want to be accountable for are...

Commitments

Create an inclusive, collaborative culture that fosters community engagement, learning, and accountability for shared results

What is a commitment you will make to practice what you learned today?